

# Talent Acquisition Strategies for the Insurance Industry

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## Andrea Dunning



Andrea Dunning is a recognized experienced business professional in the insurance industry with 20+ years in Human Resources. Most of her time has been spent in Talent Acquisition. She has been employed since August 2019 as the Vice President and Global Head of Talent Acquisition for Everest Re Group, a leading global provider of reinsurance and insurance. There she is responsible for a team of 22 recruiting professionals to support the hiring needs of the organization. This includes the US, Canada, Europe, Asia-Pacific, and Latin America. In addition to leading the Talent Acquisition team, Andrea is a member of Everest's DEI Council, which is a business-led, 15-member team focused on DEI across Everest.

Prior to Everest, Andrea spent 14 years at Prudential, started as a recruiter and had the opportunity to move around in many Talent Acquisition roles, such as a Recruiting Manager, International Recruiter, Staffing Operations, and Early Talent/Campus Recruiting leader. Prior to Prudential, she worked at The Hartford where she joined as an intern while attending school, then was hired as a recruiter after graduation. Andrea graduated from Temple University with a Bachelor's in Business Administration with a concentration in Human Resources. She later graduated in May 2014 with her Master's degree in Human Resource Development.

# Challenges Faced Today

## Attraction

### Sudden Surge in Demand

U.S. job openings have increased by 40% from Nov 2020 to May 2021

### Candidate Revolution

51% of candidates expect to influence how, when and where they work

### Reopening Economies

16% of HR Leaders believe short-term market dynamics due to reopening economies is responsible for greater employee turnover

## Attrition

### Pent-Up Turnover

21% of HR Leaders believe pent-up turnover that was paused during the pandemic is responsible for greater employee turnover

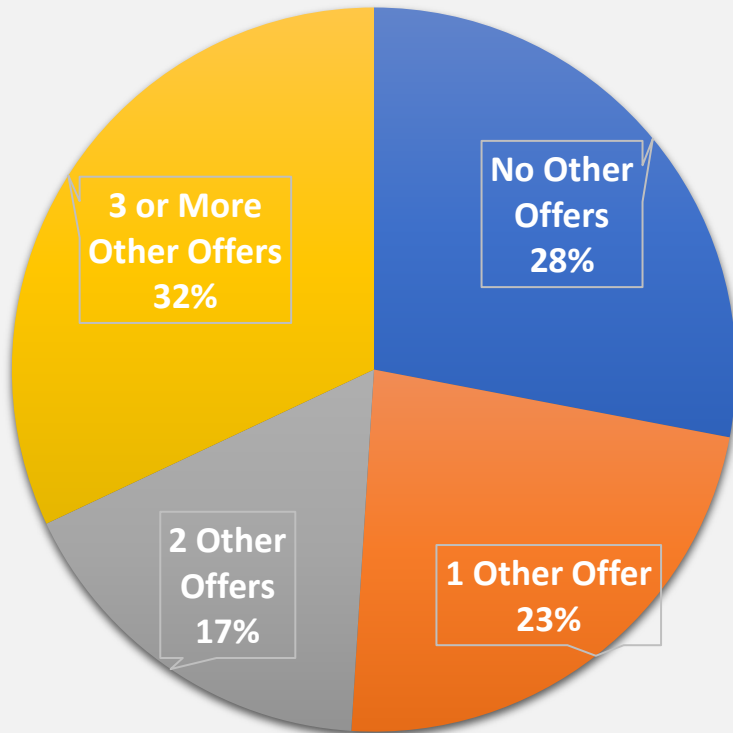
### Employee Burnout

93% of HR Leaders are more concerned about employee burnout today compared to before the pandemic

# War for Talent

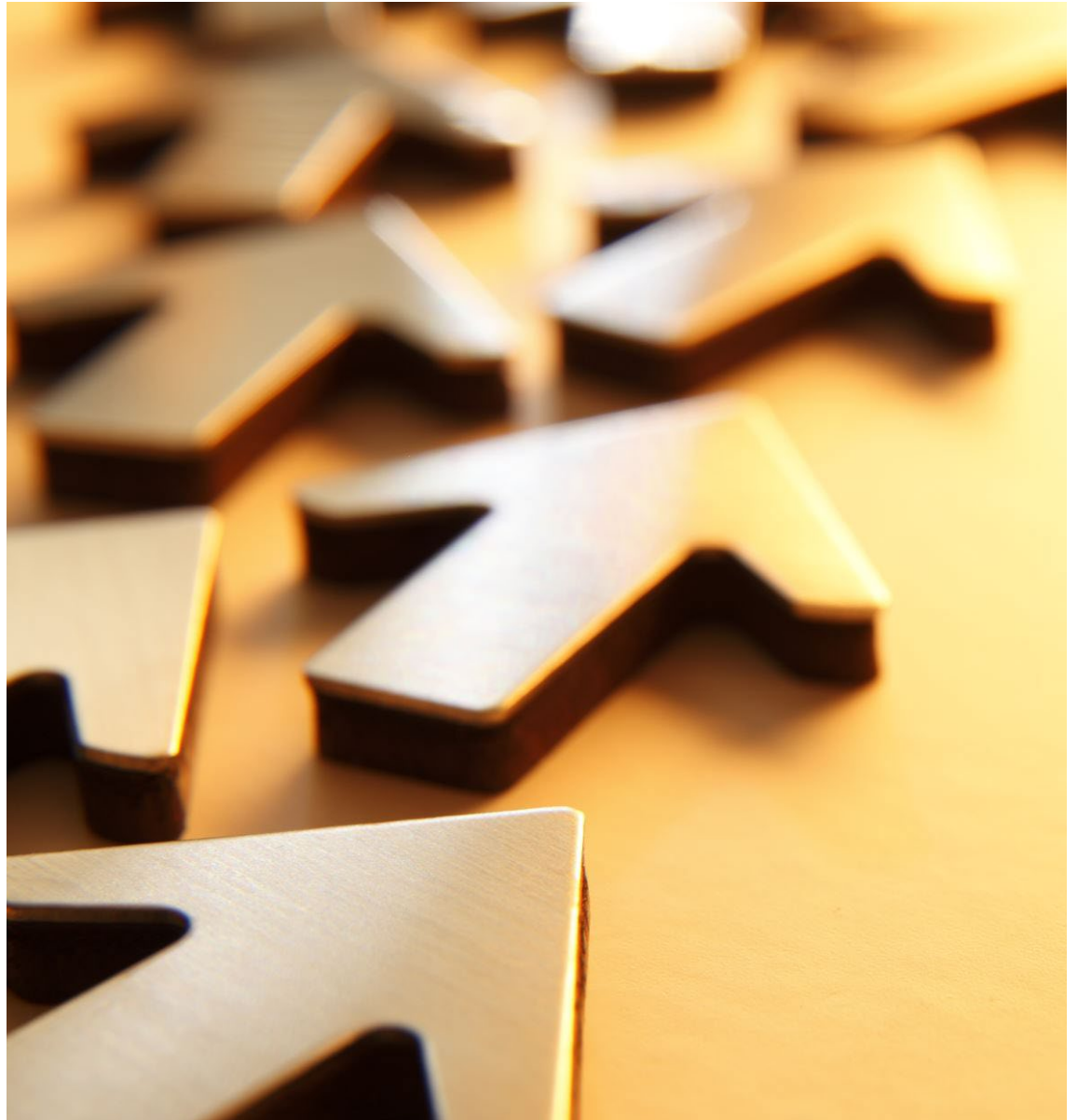
Competition for Quality Talent is Steep

# of Competing Offers



**49%** of candidates are considering at least 2 other offers in addition to your company's offer.

Turnover is  
Increasing



# Solutions to Hiring Challenges



# Evaluate Challenges in the Recruiting Process

## **Recruiter Overload**

- Too much to hire at once? Set expectations and prioritize work

## **Generate Leads and Proactive Outreach**

- Utilize LinkedIn Recruiter, Indeed, and other top recruiter tools to find talent
- Ask the business leaders to provide names and advertise the openings with their networks
- Never turn down an opportunity to speak to someone even if you don't have an opening today

## **Reduce Decision Makers & Steps in the Hiring Process**

- Eliminate review of resumes by manager and move qualified candidates right to interview step
- Minimize # of total interviews and keep it to one round

## **Move Fast to Offer**

- Be prepared to offer candidates on-the-spot or within 24 hours of interviews

# Increase the Talent Pool

What skills or experiences are absolutely required?

Do you need all of them (if more than one skill is required)?

Do you need that many years of experience with a certain skill?

Do we have internal talent that has this skill or could learn it?

How much talent is in the current market for this skill or experience?

What is the difficulty to find this type of skill or experience?

Is it a skill someone can learn?

Can you or someone else teach the skill?

Do you need the individual to sit in that specific location or can it be remote or hybrid?



# Attract Talent with What Matters to Them



# Sourcing Strategy



## Job Boards

LinkedIn  
Indeed  
ZipRecruiter



## Passive Searches

LinkedIn Recruiter/Talent Insights  
Competitor Intelligence Tools  
Cold Calls



## Early Talent

Alumni Groups  
Intern to Full-time  
Partnerships with Core Schools



## External Recruiting Support

Recruiting Agencies  
Talent Mapping/Lead Generation Lists  
Consultants/Temp agencies



## Networking

Referrals  
Industry/DEI Conferences  
Events & Social Hours

# Sell Employee Value Proposition & Culture



Tell candidates your story and why you work for this organization



Provide examples of culture



Use powerful words like “Ambitious Growth” and “Exciting Times” and “Exposure”



Talk about the Senior leadership team and what that group is like and what they value



Discuss DEI and Corporate Social Responsibility efforts

With passive talent, it's all about their first interaction with your organization.



# Create an Environment Where People Want to Work

Offer ways for employees to get involved in Industry Associations, Employee Resource Groups, Leadership Programs

Survey employees on why they want to work for your organization and advertise that to external candidates (internet sites, social media)

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